



Managing a Multi-Generational Workforce

Presenters

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The Generations Collide...

- When does intergenerational conflict in the workplace occur?
- What causes it?



Traditionalist/ Adaptive Gen.

- Pioneers in new attitudes about retirement, aging, and health
- Leading the way for what's coming
 - Staying in the workforce
 - Leaving the workforce and "ReFiring®"
- Still providing Leadership in the workplace and beyond.



Boomers

- So used to being the center of the universe; the “pig in a python” generation
- Expect fulfillment in all areas of life
- Want to keep working, but do something *different*
- What's next?



Gen X

- Work to live, not live to work
- Company loyalty doesn't pay off
- Wish that Boomers would get out of the way
- Very media savvy—skeptical
- Want flexibility in their work



Gen Y / Millennials

- Very high expectations!
- Team / group oriented
- Often received “stuff” instead of time from their parents
- Technology is like breathing—multi-tasking is the norm
- Troubling attitudes about fame and becoming rich*

* *Source: Pew Research Center study, Jan. 2007*



Oh yea, those Boomer parents

- Gen Y carries the Boomer's high expectations, hopes, and fears
- Who bought them all that stuff?
- Impact of the self-esteem movement
- Team / group orientation has positive and negative consequences
- The extreme: helicopter parents



People entering the workforce right now:

- Are too young to remember the space shuttle blowing up on liftoff.
- Have always had an answering machine
- Cannot fathom not having a remote control
- Popcorn has always been cooked in a microwave
- Never took a swim and thought about Jaws
- Bottle caps have always been screw-off and plastic.



Gen Y in the world:

- Most tolerant on social issues such as immigration, race, and homosexuality
- Maintain close contact with parents and family—8 in 10 have talked with their parents in the last day.
- About half have a tattoo, an “untraditional” hair color, or a body piercing other than in their ear lobe.

Source: Pew Research Center study on Generation Next, Jan. 2007



Flashpoint issues

- Dress / appearance
- Work hours / work ethic
- Technology
- Expectations for advancement
- Communication
- Lack of respect



Workforce 2007

- Boomers: won't be long...
 - The future is now in many industries (petroleum, healthcare, government, education)
- Gen X: the "Prince of Wales" effect
- Gen Y: moving up fast



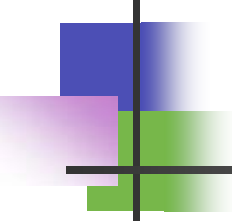
Workplace 2007

- Executives: mostly in denial
- Confusing messages about the impacts of:
 - Immigration
 - Technology
 - How long the Boomers will stay



More than a labor shortage

- Labor: fewer workers in the labor pool
- Skill: shortage of high-skill workers
- Knowledge: loss of critical knowledge in all sectors of the economy



New problems require new solutions

- The new “3 R’s for Business”
 - Retirement Strategies
 - Retention Strategies
 - Recruitment Strategies

*Source: David W. DeLong, **Lost Knowledge**, Oxford University Press, 2004*



#1 Opportunity for Employers?

Get serious about **Retention**

- What makes people stay?
 - Flexible workplace
 - Opportunities for growth
 - Managers that “get it”
 - Career development



What do they want?

- Boomers:
 - Phased retirement
 - Flexibility in work hours and benefits
 - Opportunities for continued growth



What do they want?

- Gen X:
 - A chance to show what they can do: equality and fairness
 - Flexibility in work hours and benefits
 - Career development opportunities



What do they want?

- Gen Y:
 - Interesting, challenging work with fast upward mobility
 - Mentoring, feedback, access to opportunity. Now.
 - Career development
 - Respect



Summary

- The key for working well across generations?
 - Respect (defined by whom?)
- Look through the lenses of other generations—it's a different perspective!